

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MARCH 9, 1990, IN LISNER HALL  
ROOM 603

The meeting was called to order by Professor Griffith at  
2:22 p.m.

Present: President Trachtenberg, Vice President French,  
Berkovich, Deering, Divita, Elgart, Fox,  
Friedenthal, Garris, Graff, Griffith, Keimowitz,  
Kenny, Lindholm, Moore, Painter, Park, Parrish,  
Robinson, Rycroft, Schiff, Seavey, Solomon, Tolchin,  
Vontress, and Yezer

Absent: Registrar Gaglione, Parliamentarian Schechter,  
Burdetsky, Burks, East, Holmes, Kirsch, Leonard,  
Liebowitz, Robbins, Trangsrud, and Walker

APPROVAL OF THE MINUTES

The minutes of the regular meeting of February 9, 1990, were  
approved as distributed.

RESOLUTIONS

A RESOLUTION CONCERNING PART-TIME FACULTY SALARIES (89/11)

On behalf of the Committee on Administrative Matters as They  
Affect the Faculty, Professor Robinson, Chair, moved the adoption  
of Resolution 89/11, and the motion was seconded. Professor  
Robinson then spoke to the resolution. (Professor Robinson's  
remarks are attached and made a part of these minutes.)

Professor Yezer asked for the University's current part-time  
salary levels for comparison purposes. Professor Robinson  
explained that the ceilings for 1989-90 were: Professorial  
Lecturer - \$2,200; Associate Professorial - \$1,900; Assistant  
Professorial - \$1,700; Lecturer - \$1,450. Professor Fox moved that  
the title of "Lecturer" at a salary of \$2000 per course be added  
to the Resolution, and the motion was seconded. Professor Robinson  
accepted that as a friendly amendment. Professor Berkovich  
strongly supported this Resolution because his experience as an  
off-campus program coordinator in the Maryland area gave him  
insight into how difficult it was to recruit and retain part-time  
faculty at GWU's current salary levels when Johns Hopkins was  
paying almost twice as much. Professor Griffith directed  
discussion back to the Fox amendment. Vice President French said  
that many schools did use 4 ranks. Professor Seavey was concerned

that typically 70% of the 140 sections of English Composition offered each year were taught by part-time faculty. This meant that the first experience many GW students had was being taught by a person whose connection to this University was often a temporary one. He thought there were reasons for upgrading salaries that involved equity and competitiveness because there was a diminishing pool of people available and willing to teach in this area. It made sense to him to institute some kind of minimum salary. Professor Griffith then called for a vote on the Fox amendment and the amendment carried. Discussion returned to the main resolution.

Professor Schiff moved an amendment to the first RESOLVING Clause to insert "3-hour" between "per course" so that there would be no confusion with courses for more or less credit. The motion was seconded. Professor Robinson accepted the motion as a friendly amendment. Professor Fox suggested the amendment read "3 credit hour course" rather than "3-hour" course. Professor Schiff and the seconder agreed. The question was called on the Schiff amendment and the amendment carried.

Discussion then returned to the main Resolution. Vice President French said he had discussed this subject with Professor Robinson and Professor Kirsch and he was pleased to see a convergence of faculty interests with those of the administration, both from the point of view of educational philosophy and a desire to remain fair and, therefore, competitive in compensation. He explained that the salary ceilings circulated with the annual salary guidelines were recommended ceilings and that recently the deans had had liberty, within the constraints of their annual allocations, to adjust salaries for part-time instructors, insofar as they were able to do so. He added that Margaret K. Cohen, Director of Institutional Research, was assembling reliable data for his use in a presentation to the B.A.T. in which he would attempt to show how part-time instructors were distributed across the University, the number of years of service each had had with GWU and, the actual ranges of salaries paid to part-time faculty at present by rank and by school, as well as averages by schools. He also hoped to present some recommendations for addressing the problem to the B.A.T. He then assured the Senate that the administration wanted to address the issue of compensation of part-time faculty in a way that could be coordinated with efforts to improve full-time faculty salaries and support for graduate students out of whatever proved to be the available resources. He anticipated being able to make final decisions by the end of the month.

Professors Yezer and Deering discussed the fiscal implications of the current ceilings and the proposed floors. Vice President French pointed out that there were in fact part-time faculty earning as little as \$850 per course. Professor Fox spoke in favor of the Resolution and gave as an example of the need for increased part-time faculty salaries an account of one part-time faculty

member his Department had lost to Howard University because they paid him more than twice what GWU paid for the same course. He thought the Senate should pass this Resolution and hoped that the B.A.T. and the administration would address this issue immediately, even if incrementally, because the University was losing or potentially losing many good people, as well as getting some bad publicity. President Trachtenberg stated that Howard University's annual appropriation from the U.S. Government equated to a \$3 billion endowment and enabled them to pay more for part-time faculty salaries. He then cautioned the Senate on indexing part-time faculty salaries to full-time faculty salaries, because in order to provide the part-time raises, the administration might have to steal the money from the full-time faculty. Professor Griffith asked if the intent of the second RESOLVING Clause was to provide an annual percentage increment to the part-time budget or to provide for raising salaries of individual part-time instructors who had retained connection with the University. Professor Robinson stated that her Committee did not specify that, realizing there was a difference between individual salary raises and across-the-board raises. The provision was included because the Committee thought that, even if the University achieved these minimum levels, the University was likely to fall behind again.

Professor Yezer pointed out the problem with uniform numbers and felt that rates of voluntary separation were better indicators of salaries that were too high or too low. Professor Seavey said that the English Department lost approximately 25% of its part-time faculty every year, which meant that every year replacements had to be found from a diminishing pool of qualified and willing applicants. Professor Park said that a high turnover rate was not necessarily an indication that the salary was too low because there were certain kinds of courses that burned people out and there were other courses where there was a transient interest on the part of the teachers. He felt more selectivity was required in terms of evaluation of where money should be spent, because more might be needed for some departments to hire attractive part-time teachers and, in other areas, the University might be doing more than was necessary. Professor Yezer agreed that a 25% turnover rate presented a problem, but he did not know that any fixed set of numbers across the University was likely to solve it. Professor Divita stated that the University had to pay a reasonably competitive wage, but that wages had to differ from school to school. Therefore, this was a matter of concern for the deans. Professor Tolchin described as a loss the potentially good part-time faculty who never come to GW because of low salary ranges. Professor Deering noted that since part-time faculty salaries had been low historically, the University had a de facto wage scale that was higher than those formally outlined in policy. Even so, he was happy to support Professor Robinson's Resolution because it recommended increases of a particular order. Professor Deering moved an amendment to the second RESOLVING Clause to strike the word "annual" before the word "increase" and to further strike the



words "paralleling those of full-time faculty," so that it would read: "That budgetary provisions be made for appropriate increases for part-time faculty." The motion was seconded. The question was called on the Deering amendment, and the amendment was carried. Debate returned to the main motion.

Professor Park moved that the question on the main motion be divided into two parts for a separate vote on the first and second RESOLVING Clauses. No opposition was voiced to dividing the question. The question was called on the first RESOLVING Clause, as amended, and it was adopted. The question was called on the second RESOLVING Clause, as amended, and it was adopted. (Resolution 89/11, as amended, is attached.)

Professor Griffith then turned the Chair of the Senate meeting over to President Trachtenberg.

#### INTRODUCTION OF RESOLUTIONS

No new resolutions were introduced.

#### REPORT ON FRINGE BENEFITS BY PROFESSOR ROBERT E. PARK, BENEFITS REVIEW COMMITTEE

Professor Park delivered a brief background and some comments on the current status of the Fringe Benefits Review Committee. The Committee's first major project had been the review of medical, life, and disability benefits, and, at the time of this meeting, the University was undertaking open enrollment. He explained that the flexible spending account was a substantial tax advantage which also gave employees an option on child care and on the day care of adult dependents that was advantageous over child care tax credits. He felt that open enrollment was a very important opportunity to get reliable counseling on what the programs offered and he urged Senate members to encourage faculty and staff to seek the advice of those counselors.

Professor Park asked that persons with personal experience or who knew of colleagues or staff whose experience had not been favorable, or who continue to have serious objections to the changes, inform Professor Kirsch, another member of the ASPP Committee, or himself because there may be a need to review these programs on an annual basis. He indicated that some problems had surfaced in the counseling sessions. For example, two people had told him that two Blue Cross/Blue Shield counselors had not known about the specific coverage of the policy concerning certain illnesses or risks. Mr. Clifford had indicated to him that the contract had not yet been finalized so there was no authoritative list of what was covered. Since TIAA had withdrawn from the provision of major medical coverage, and other carriers had been unwilling to make bids except at extremely problematic premiums, the University had no provision for catastrophic insurance.



Certainly this was something that the ASPP Committee needed to ask Personnel to consider. Another problem was that Blue Cross/Blue Shield had refused to release the UCR cost schedule, insisting that to do so would violate anti-trust law in some way. Professor Park felt that the University should be able to provide fee schedules if people wanted to make comparisons. The Committee on Appointment, Salary and Promotion Policies continued to receive very strong and substantial complaints about reduction in the University's contribution to the family premium and about the loss of alternative HMOs. He reported that there was a substantial discrepancy between the Foster Higgins report on national and local contributions to health care and what employees receive at GWU, but pointed out that the University was under very significant constraints and that we would have to live within our own resources. The issue of GWU employees who could be covered by medical insurance provided to spouses employed by the federal government had also surfaced. Professor Park thought that the Appointment, Salary and Promotion Policies Committee would ask that policy be reviewed to determine whether, since the carrier was the same, there could be some escape from the regulatory requirement that the employer be the primary provider of medical insurance and benefits.

One problem of particular interest to the Senate was the adequacy of the consultative process between the Benefits Review Committee and the Senate Committees on Administrative Matters as They Affect the Faculty and Appointment, Salary and Promotion Policies. Since the medical insurance issues had gone to the Appointment, Salary and Promotion Policies Committee so late, there had not been the opportunity for informed debate or discussion, nor had there been the opportunity for that Committee to initiate significant alternatives or suggestions. Professor Park suggested that there be full consultative participation by Senate Committees earlier in the process and a reexamination of the policy of letting the Benefits Review Committee develop a firm recommendation to be taken to the President and then exposed to public comment. Concerning educational benefits, the Committee has agreed to grandfather in all current employees, faculty and staff, but there continued to be discontent about this benefit as a target for savings. Professor Park said this was certainly going to be an item of consideration for the Appointment, Salary and Promotion Policy Committee when it had the opportunity to respond. A Benefits Review Committee subcommittee of Vice President Bortz, Ann Webster, Director of Housing, and Professor Park would be drafting a final version of educational benefits policy for consideration by the Committee, and Professor Park welcomed any suggestions or comments.

For the balance of the term this spring, the Benefits Review Committee would be considering retirement benefits, annual leave, and a series of new ideas such as the possibility of providing for dental benefits, nursing home insurance, and hopefully the

introduction of tuition waiver reciprocity or portability, which he explained in more detail. A prenatal course of some kind and a daycare program were also items on the Benefits Review Committee's agenda. He did not know how much could be completed this spring or whether the President would ask the Benefits Review Committee to continue its work in the fall, but he assumed all of this would be pursued. Professor Park closed by stating that he had been impressed by the work that the Benefits Review Committee had accomplished. He felt that both Mr. Clifford and Vice President Bortz had created a forum in which there was full debate and full consideration. He then opened the floor for questions.

Professor Tolchin complimented Professor Park on his presentation and his role on this Committee. She then commented that faculty and staff might be overlooking the terrific deal on life insurance available during open enrollment. Secondly, she suggested that, in the absence of catastrophic insurance, it might be a good idea to communicate the availability of catastrophic insurance through local jurisdictions, such as Maryland, the District, and Virginia, which was very inexpensive and provided excellent coverage. Third, at a counseling session she attended, she asked about a specific itemization of illnesses. The consultant told her there would be no qualifications of specific illness, which was at variance with what Professor Park had said earlier. Professor Park reported that he understood that the HMOs provided comprehensive coverage, but neither Ann Webster, Director of Housing, and James E. Starrs, Professor of Law, were able to get specific statements on Blue Cross/Blue Shield coverage. Professor Fox said that he actually had obtained a copy of the exclusions from the consultant and agreed to share the list with the Senate.

Professor Park said that Mr. Clifford had informed him that the contract was not firm in terms of its scope. What that meant he had no idea.

Professor Yezer questioned how one spent the money out of one's flexible spending account, and if any surplus at the end of the year was retained by the University. Professor Park said that if the money was not used within the year or was not claimed within 90 days after the end of the year, it was forfeited. However, he did not know to whom the funds reverted. Concerning accessing the funds in the flexible spending account, one would make an application, essentially like an insurance claim, supplying receipts, providing that all suppliers of services were registered with the IRS. After another question from Professor Yezer concerning the issue of spousal coverage and federal government medical insurance benefits (a summation of which is attached), Professor Park said that Blue Cross/Blue Shield was unwilling to release GWU employees because they were regarded as part of the pool, and that the revenue generated from these employees subsidized the whole package. He thought, however, that there might be qualifications and in certain cases it might be possible to obtain an exemption, but felt that such exemptions could only

be had by increasing rates to cover the revenue lost from people who transferred to spousal coverage.

After adjoining his compliments for Professor Park's service to the community to those of Professor Tolchin, Professor Griffith asked if it would be possible to distribute Professor Fox's list of exclusions while the University was still involved in the open enrollment period and it was still possible to change one's enrollment. Professor Park agreed to talk with Mr. Clifford to see if a reliable list could be obtained and, if so, he would pass it to the Senate Office for circulation at least to the Senate, and he would suggest to Mr. Clifford that perhaps the list should be made available to the entire campus community. Professor Griffith's second question was to ask that Professor Park pass along to the Benefits Review Committee a request that their recommendations be forwarded to the Senate seriatim as they were formulated, not held and presented together, especially since the Benefits Review Committee did not intend to conclude discussion of the whole package until late in the spring when many people would be gone from campus. Professor Park understood this to be the Committee's intention.

Professor Tolchin again expressed concern about the University being committed to the Blue Cross/Blue Shield contract or if the University still had some negotiating power with the company? Professor Park's impression was that if there was some startling surprise, the University could go to BC/BS and make sure that it was covered. He commented that this was a good basic package even if it was not the very best package available, but that he found it disturbing that people who were seeking specific answers were unable to get them. President Trachtenberg said that the University had to assume that the coverage was normative and that if this were not the case, some interesting fraud questions would be presented.

Professor Park took a moment to extend a compliment to Mr. Clifford and to Mr. Bortz in appreciation of their attempts to orient staff. President Trachtenberg thanked Professor Park because he knew that Vice President Bortz had been trying very hard to do just that.

STATUS REPORT ON NORTHERN VIRGINIA PLANNING BY PROFESSOR ROBERT W. RYCROFT, CHAIR, SPECIAL COMMITTEE ON NORTHERN VIRGINIA PLANNING

Professor Rycroft told the Senate that his Special Committee was in the process of trying to develop a resolution that not only created a new committee but also specified in the resolution the kinds of information that committee would need. They were also waiting for an update of the basic information on the status of Northern Virginia from Vice President French, which was scheduled to take place sometime after he met with the Academic Affairs Committee of the Board of Trustees. The Special Committee combined



the information needs with the constitution of a new committee for two reasons. One, they wanted to force the debate about the inadequacies of information. Two, the Special Committee felt that a Senate debate would better inform this new committee about what kinds of information would be useful. Professor Rycroft stressed the fact that from his Committee's vantage point, the Saar Report had been deficient, particularly in three areas: 1) the need for better information on the financial and budget side of this operation; 2) the need for better information on the research side of this enterprise; and 3) the need for better information on the physical facilities themselves. As a member of the Special Committee on Northern Virginia Planning, Professor Yezer grouped the faculty into three areas regarding the Northern Virginia Campus: those who were inert on the topic; those who thought it would be a gold mine; and those who feared fiscal ruin. He also discussed the lack of planning and targets for cost/revenue ratios and problems associated with diverse expectations. Professor Divita, also a member of the Special Committee, discussed the implications of a lack of planning on physical facilities in Northern Virginia. He felt that the University needed to be thinking more constructively about what it wanted to put out there from an academic standpoint so that there could be some guidelines for physical facilities. Professor Rycroft then agreed to take any questions. Professor Griffith commented that he was unambiguously on side the of those who feared fiscal ruin because of this venture. He was afraid that the University was undertaking more than it could handle and he presented three points as evidence. One was a recurrence of the sort of burdening of the operating budget by interest payments, similar to what the University assumed because of renovations to the Henry Building. He was certain that construction costs in Loudoun would mean interest costs that would have to be absorbed by the budget here and would regenerate that budget pressure. His second point was that the Medical Center had been running a considerable deficit, which put the University at even further risk. His third point was that the University had not only an operating budget deficit, but a physical plant maintenance deficit and a significant deficit in full and part-time faculty salaries and academic program needs. He could not see how the University was not putting itself at even greater risk and encouraged the Special Committee in its development of a framework for considering this more carefully in the Senate.

#### GENERAL BUSINESS

##### I. NOMINATION FOR ELECTION OF THE NOMINATING COMMITTEE FOR THE EXECUTIVE COMMITTEE FOR THE 1990-91 SESSION

Professor Griffith, on behalf of the Executive Committee, nominated the following faculty for election to the Nominating Committee: Professors Susan J. Tolchin, Convener (SGBA); Raymond R. Fox (SEAS); Joseph A. Greenberg (SEHD); Paul L. Kimmel (Medical); Lilien F. Robinson (CCAS); and Luize E. Zubrow (Law).

No nominations were made from the floor and the entire slate was elected unanimously.

## II. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Griffith reported on the activities of the Committee, as follows:

The Committee had expressly requested Professor Griffith to state to the Senate, as a matter of information and for the record, that the Executive Committee had agreed to accept, although with some remaining concerns, new language in the application form which required sabbatical leave applicants to state "the conditions" of any formal affiliation with another institution during the sabbatical year. What he wished to put on record was that in agreeing to this language, the Executive Committee understood that this request for information was to be interpreted as consistent with an earlier statement of policy recommended by the Faculty Senate in Resolution 87/3 and accepted by President Elliott. This Resolution provided that information as to the compensation a faculty member would receive while on sabbatical leave would enter into consideration and approval of the project only to the extent that it qualified the amount of service in such a way that it might interfere with the purpose of the project.

Professor Griffith noted that the term of this Senate was rapidly moving to a close with only one more meeting this term. He encouraged Committees with outstanding business to forward any resolutions or reports that should appear on the April agenda to the Executive Committee by or before its meeting on the 30th of March (postponed from March 23rd). Professor Griffith then reminded Senate Committee Chairs that Annual Reports from Standing Committees would be due at the May meeting of the Senate.

Vice President French responded to Professor Griffith's Report by voicing his concern about the new form for applications for sabbatical leave. While he was not prepared to speak to the language because he had none of the documents in front of him, he was aware that this was a point of continuing sensitivity, because it was important that deans and administrators understand the terms of arrangements that members of the faculty make with other organizations and research institutions or universities during the time of sabbatical, to make certain that the University was not paying a second salary to enable someone to do what would more appropriately be done on leave without pay. He said that what was requested in this form was that the faculty member make available to the deans the kind of information that would make it possible for them to make responsible judgments. He thought the application was a careful statement that considered the needs of both the administration and the faculty. President Trachtenberg said that he would be uncomfortable with a faculty member on sabbatical leave

earning 200% or more of their salary because the purpose of a sabbatical was not to enrich a member of the faculty materially but to enrich a member of the faculty intellectually and academically. If somebody had the opportunity to get an honorarium that provided 15 or 20% of their salary and they get 100% of their salary from the University, that was fine. He didn't want people paying off their mortgages by earning two salaries next year. Professor Fox then quoted Senate Resolution 87/3 to the President because the language adopted by the Senate had been carefully chosen and presented to preserve the interests of both the faculty and the administration as follows: "the Faculty Senate urges that the possibility of a faculty member's receiving remuneration in addition to his or her University salary should not be deemed relevant to granting or denying a sabbatical leave, unless the requirements of obtaining such additional compensation interfere unduly with the purposes of granting a sabbatical leave." Specifically, he thought that the receipt of remuneration in addition to the sabbatical leave funds should not enter into the decision. The President said that these applications would have to be reviewed on a case-by-case basis because he really didn't think people could expect to ask the University to permit them to earn two full-time paychecks at the same time. That was the purpose of leave-of-absences. He wanted to be accommodating without being fleeced, which he thought was possible, and he agreed to assume that 87/3 was enforced until it presented a problem. Professor Robinson stated that the resolution did in fact imply review on a case-by-case basis. Professor Griffith added that nobody was interested in denying information needed by reviewing officials, but the Executive Committee felt that stating the conditions of affiliation with another institution entailed the listing of expectations between the faculty member and the prospective University, which would provide the stimulus for the dean's review of the terms of that case. He felt, however, that not every case would require an extensive definition of the terms and that specific queries would arise as seemed warranted by the reviewing authorities.

#### BRIEF STATEMENTS

Vice President French informed the Senate that Vice President Diehl's wife had died this past week and that the funeral service would be held Monday at St. John's Catholic Church in McLean.

#### ADJOURNMENT

Upon a motion made and seconded, the President adjourned the meeting at 4:20 p.m.



J. Matthew Gaglione  
Secretary



A RESOLUTION CONCERNING PART-TIME FACULTY SALARIES (89/11)

WHEREAS, The University community has consistently endorsed a commitment to achieving the highest level of academic excellence and the University administration has begun to demonstrate part of that commitment by taking steps to improve full-time faculty salaries; and

WHEREAS, The George Washington University depends significantly upon its part-time faculty members and thus recognizes that sustaining their pedagogical excellence through the selection process is essential to the accomplishments of stated institutional goals, and that non-competitive salaries inhibit if not prevent appointment and retention of the highest quality of part-time faculty; and

WHEREAS, Current salary levels of part-time faculty are substantially lower than those of competitive area universities as well as norms elsewhere, and there is no evidence that steps have been taken to improve part-time faculty salaries in an expeditious manner nor that the necessary budgetary increases have been made available to deans, department chairs, and program directors; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

(underlining indicates amendments)

That the Faculty Senate recommends that the following minimum salaries, by rank, for part-time faculty be adopted and implemented by Fall 1990:

Lecturer	\$2,000 (per 3 credit hour course)
Assistant Professorial Lecturer	\$2,500 (per 3 <u>credit hour</u> course)
Associate Professorial Lecturer	\$3,000 (per 3 <u>credit hour</u> course)
Professorial Lecturer	\$3,500 (per 3 <u>credit hour</u> course)

BE IT FURTHER RESOLVED

That budgetary provisions be made for appropriate annual increases for part-time faculty ~~paralleling those of full-time faculty.~~

Committee on Administrative Matters as They Affect the Faculty  
Committee on Appointment, Salary and Promotion Policies (including Fringe Benefits)

February 12, 1990

Adopted, as amended, March 9, 1990

REMARKS BY PROFESSOR LILIEN F. ROBINSON, CHAIR, COMMITTEE ON ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY IN SUPPORT OF RESOLUTION 89/11, "A RESOLUTION CONCERNING PART-TIME FACULTY SALARIES"

This Resolution is being presented on behalf of two Senate Committees: Administrative Matters as They Affect the Faculty and Appointment, Salary and Promotion Policies. The members of these Committees view the Resolution as academically essentially as well as extremely timely.

The faculty has now had a tangible indication of the Administration's concern regarding full-time faculty salaries. An initial step has been taken to improve these. This step and those which should follow are academically necessary. Similarly, and especially in the context of the above, part-time faculty should be afforded parallel consideration and treatment.

On behalf of the two Committees and numerous colleagues throughout the University who have been in contact with us, I would urge that you support this Resolution for the reasons listed below.

The University is importantly dependent upon part-time faculty. That is the case in each school as exemplified by data, as of July 1989 (see Attachment A). A more specific case may also be drawn from my own School, Columbian College. Here, as of Fall 1989, 34% of all courses were taught by part-time faculty; 30% of all students were taught by part-time faculty. The average size of the lower division courses was 34; the average size of upper division courses was 21.

Our part-time faculty colleagues carry a heavy academic burden, teaching introductory, advanced and graduate courses. A large percentage teach required core courses and thus have a particularly important task. They are paid on a scale which is not competitive with almost all other area universities. Some are being paid as little as \$1200 per three-hour course on the assistant professorial level. Yet they generate a substantial income, if we consider the per-course tuition cost and the number of students registered in individual courses. The current tuition is \$1209 per three-credit hour course (\$403 per credit hour).

In contrast to GWU's minimum of \$1200, area institutions have the following minimums: Georgetown: \$2000 (\$3000 for 1990-91); University of Maryland: \$2000-\$2400; George Mason: \$2000-\$3000; American University: \$1300 minimum, \$2000 average; Marymount: \$2500 plus parking. Furthermore, no benefits are provided by GWU for part-time faculty, beyond their salaries.

The expenditure of time should also be considered. The typical undergraduate class requires three hours of class time, plus preparation, plus grading of one hour and fifteen minute midterms and two hour finals. This works out to about \$7 per hour for class preparation, teaching and examination grading. In the

case of English Composition classes, weekly papers are also part of the commitment.

Because the courses taught by part-time faculty are an integral part of our curricula and because our overriding concern is with academic quality, we must be able to hire and retain the best available teachers. We will not be able to do so if we are unable to provide competitive salary levels. In numerous disciplines, recruitment of part-time faculty has become increasingly difficult. Appointments are being rejected in many cases because we cannot meet salary levels of other institutions.

Those who accept appointment at GWU have expressed their concern regarding fairness of treatment. Inevitably, morale and performance must sometimes suffer. It is therefore essential that measures be taken to improve our salary levels.

Furthermore, we must also address the matter of budgeting. To date, all schools have been consistently underbudgeted in this category. From the onstart of the budget year, it is a given that funding for part-time faculty is inadequate. Similarly, departments are forced to routinely request additional and substantial funds for this account. In the 13 years that I have chaired my department, I believe that the salary scales were adjusted only once and then without any increases in the part-time account.

It is for these reasons that we are requesting budgetary modifications which would provide schools with the necessary increases to meet the proposed minimums.

While the raising of minimum levels is a necessary initial step, it is only an initial step. We will need to remain competitive and we need to sustain a positive relationship with part-time faculty. Therefore, it is necessary to make funds available on a yearly basis for annual increases, as deemed appropriate by deans, chairs and program directors.

Committee on Administrative Matters as They Affect the Faculty  
Committee on Appointment, Salary and Promotion Policies

March 9, 1990



	FULL-TIME							PART-TIME			TOTAL
	TENURED	TT NTEN	REG NTT	ADJUNCT	RESEARCH	VISITING	TOTAL	REG PT	OTHER PT	TOTAL	
COLUMBIAN COLLEGE	204	53	43	0	7	10	317	38	264	302	619
EDUCATION	28	7	14	0	0	4	53	2	55	57	110
ELLIOTT SCHOOL	16	2	1	0	0	0	19	1	13	14	33
ENGIN & APPLIED SCI	55	14	8	4	1	10	92	0	75	75	167
GOVT & BUS ADM	64	23	6	0	0	8	101	3	53	56	157
GRAD SCH OF ART & SC	3	0	9	0	0	1	13	5	14	19	32
NATIONAL LAW CENTER	33	8	8	0	0	7	56	1	46	47	103
UNIVERSITY	4	0	6	0	0	0	10	0	0	0	10
TOTAL	407	107	95	4	8	40	661	50	520	570	1231

March 25, 1990

TO: William Griffith, Chairman Faculty Senate Executive Committee  
FROM: Anthony Yezer  
RE: Clarification Of My Remarks At The March Faculty Senate Meeting

Based on my conversations with Professors Park and Kirsh, it appears that the points which I raised at the March 1990 Faculty Senate meeting are potentially useful but not readily understood. I have attempted to reproduce my comments below.

The proposed health insurance scheme is non-contributory so that all 6,500 GW employees must be covered at a cost of \$113 per month each.

I propose making the program contributory for all employees at the rate of \$1 per month. Then only employees who do not have alternative coverage (usually through a spouse) will choose to contribute the minimum \$1 per month (or more for families) in order to be covered. Currently 1,350 employees are not covered. If only 350 of these employees do not elect the \$1 per month contribution (because they have alternative coverage) the University would save \$500,000 per year and these employees would avoid having to fill out extra forms to deal with problems raised by double coverage (if 700 employees chose this option it would result in annual savings of about \$1,000,000 per year).

In addition, the actual benefit payment experience under this contributory plan would reflect health care costs and provide a sound basis for setting insurance premiums in the future. The current non-contributory system produces claims experience that is a muddle of health care costs and effects of spousal coverage that results in claims filed with other insurance plans.

I trust that the \$500,000 to \$1,000,000 per year which is saved by using this contributory scheme could be used in a manner which benefits the employees of the University. It may be too late to implement this contributory scheme this year, but I hope that such an arrangement can be introduced in the future.

cc. Professors Kirsch and Park, Vice President Bortz

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

The Faculty Senate

February 26, 1990

The Faculty Senate will meet on Friday, March 9, 1990, at  
2:10 p.m. in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of February 9, 1990
3. Resolutions:  

A RESOLUTION CONCERNING PART-TIME FACULTY SALARIES (89/11); Professor Lilien F. Robinson, Chair, Committee on Administrative Matters as They Affect the Faculty (Resolution 89/11 is attached)
4. Introduction of Resolutions
5. Report on Fringe Benefits by Professor Robert E. Park, Benefits Review Committee
6. Status Report on Northern Virginia Planning by Professor Robert W. Rycroft, Chair, Special Committee on Northern Virginia Planning
7. General Business:
  - (a) Nomination for election of the Nominating Committee for the Executive Committee for the 1990-91 Session: Professors Susan J. Tolchin, Convener (SGBA); Raymond R. Fox (SEAS); Joseph A. Greenberg (SEHD); Paul L. Kimmel, (Medical); Lilien F. Robinson (CCAS); and Luize E. Zubrow (Law)
  - (b) Report of the Executive Committee: Professor William B. Griffith, Chair
8. Brief Statements
9. Adjournment



J. Matthew Gaglione  
Secretary



A RESOLUTION CONCERNING PART-TIME FACULTY SALARIES (89/11)

WHEREAS, The University community has consistently endorsed a commitment to achieving the highest level of academic excellence and the University administration has begun to demonstrate part of that commitment by taking steps to improve full-time faculty salaries; and

WHEREAS, The George Washington University depends significantly upon its part-time faculty members and thus recognizes that sustaining their pedagogical excellence through the selection process is essential to the accomplishments of stated institutional goals, and that non-competitive salaries inhibit if not prevent appointment and retention of the highest quality of part-time faculty; and

WHEREAS, Current salary levels of part-time faculty are substantially lower than those of competitive area universities as well as norms elsewhere, and there is no evidence that steps have been taken to improve part-time faculty salaries in an expeditious manner nor that the necessary budgetary increases have been made available to deans, department chairs, and program directors; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate recommends that the following minimum salaries, by rank, for part-time faculty be adopted and implemented by Fall 1990:

Assistant Professorial Lecturer	\$2,500 (per course)
Associate Professorial Lecturer	\$3,000 (per course)
Professorial Lecturer	\$3,500 (per course)

BE IT FURTHER RESOLVED

That budgetary provisions be made for appropriate annual increases for part-time faculty paralleling those of full-time faculty.

Committee on Administrative Matters as They Affect the Faculty  
Committee on Appointment, Salary and Promotion Policies (including Fringe Benefits)

February 12, 1990